

April 18, 2020

Mr. Michael Guzinski, Town Administrator  
Town of Millis  
900 Main Street  
Millis, MA 02054

**RE: Presentation of DPW Study Report**

Dear Mr. Guzinski:

I am pleased to present the Report of the DPW Study that was conducted by Community Paradigm for the Town of Millis. This study was conducted over the past ten weeks in accordance with the Proposal for Services that was submitted to the Town in December of 2019. The stated purpose of this project was:

“To conduct a comprehensive management AND operations analysis of the Town of Millis DPW Department’s existing operations, service levels, infrastructure management, and staffing levels for all DPW and Enterprise Systems which include Water, Sewer, and Stormwater.”

We do want to thank all of the Millis town officials that assisted us during this study by providing us with information and materials as well as their knowledge and perspective on the Town in general and more specifically the challenges and opportunities facing the Millis DPW. The Town is fortunate to have such committed and thoughtful public servants.

In general, we found that the DPW is functioning effectively in executing its governmental and operational mission. However, like every organization there are opportunities for improvement and new challenges that must be addressed. Through our review of the DPW and looking at relevant information from peer communities we found and identified areas that would benefit from further study and/or modifications. We have made recommendations that correspond to these findings. The Report discusses these findings and recommendations in detail. But, for the purposes of summarizing this information, we have prepared a table of this information to this letter of transmittal.

A major component of our work was focused upon the use of enterprise funds to finance the water, sewer and wastewater utilities. This was the most widely discussed topic with Town officials and therefore receives the most attention within the study. Within the Report we have tried to explain a process for creating a robust and transparent enterprise fund methodology. This is challenging to do in a written format. While the project work plan for Community Paradigm did not include developing the spreadsheets for such an analysis the project team will provide an additional 20 hours of on-site assistance should the Town Administrator and Finance Director wish to develop a full revision to the enterprise fund methodology.

Likewise, another set of recommendations within the Report pertains to DPW structure and staffing. It is our understanding that the Town already began work on the modification of staff positions before this study was commenced and that such efforts have continued throughout the period of this study. The current status of such work involves collective bargaining. While outside of the scope of this project we will make ourselves available for up to an additional 15 hours of assistance in supporting the Town in this process and the finalization of position descriptions.

In accordance with the Town's schedule we plan to "virtually" attend the Select Board meeting on April 27<sup>th</sup> in order to present our report and discuss any questions that you and the Board members might have. Please feel free to contact me with any questions that you might have regarding the Report or our upcoming presentation.

Sincerely,

A handwritten signature in blue ink, appearing to read "Bernard Lynch", written in a cursive style.

Bernard Lynch  
Principal

Enclosure: Table of Recommendations